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ABSTRACT

Designed to supplement the university catalog and handbook, this 1970 faculty handbook is primarily for the information and guidance of new members of the faculty. The community is described, and university organization and campus governance outlined. Specific details are reported on various topics, including: faculty use of college facilities, purchases and travel expenses, clerical services, class regulations and organization, grading and discipline, student social life, tutoring and counseling, graduate study and summer sessions and library services. Information especially pertinent to faculty members deals with faculty organization and responsibility, academic freedom and tenure, retirement, promotion, teaching loads, leaves of absence, and fringe benefits. (LBH)

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FACULTY HANDBOOK

Colgate University

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NATIONAL INSTITUTE OF EDUCATION

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COLGATE UNIVERSITY

FACULTY HANDBOOK

1970

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This handbook is primarily for the information and guidance of new members of the faculty. Others who have "forgotten" may also find it useful. It is designed to supplement but not duplicate the University Catalogue and the University Handbook (for students), both published annually and furnished to all newcomers on the staff, and available to others who ask for them. Additional publications which cover various activities of interest to the faculty are:

THE MAROON and THE NEWS (student newspapers)
THE FACULTY NEWSLETTER (mimeographed)
THE REGISTER OF WEEKLY EVENTS (mimeographed)
THE DIRECTORY
COLGATE (alumni magazine)
THE SALMAGUNDI (Senior yearbook)
WHAT'S NEW AT COLGATE
LIBRARY NEWSLETTER (mimeographed)

Copies of all the above except THE SALMAGUNDI are mailed or delivered without charge to all faculty members. Minutes of Board of Trustees' meetings are available in the Library and the Dean of Faculty's Office. These contain the President's Report, the Annual Development Report and summaries of Trustee actions after each meeting. Miscellaneous special publications such as Parents Weekend Program and Alumni Reunion Program are also sent. For requests for special information, extra copies of publications or ideas for new publications, contact the Office of Public Information.

THE COMMUNITY

The village is a friendly college town and a rural shopping center with an active and varied village life. There are no major industries. It has a good school system with classes from first through third grade housed in the red brick building on Broad Street, and kindergarten and four through the high school provided for in a well-equipped new structure on West Kendrick Avenue. There is also a private cooperative nursery school with a minimum tuition charge which is open to all pre-school children. The churches in the village are: Baptist, Episcopal, Jehovah's Witnesses, Methodist, Roman Catholic, and The Society of Friends. Services in the Protestant tradition are held in Colgate Memorial Chapel each Sunday morning when the college is in session. The Colgate Jewish Union sponsors regularly scheduled Sabbath eve services when the college is in session. The Newman Community sponsors regularly scheduled Masses in the Student Union and Chapel Basement. Clubs and lodges include the following: The Hamilton Club, Rotary Club, Lion's Club, Hamilton Lodge No. 120 F & A.M., Mokanna Grotto No. 1, Cyrus

Chapter R.A.M., Odd Fellows, Eastern Star, and Rebakahs. There is also a Junior Chamber of Commerce and a chapter of the League of Women Voters. The Democratic and Republican parties maintain active political organizations in the village. An active musical group--The Community Chorus--presents programs in spring and fall. During the summer months supervised playground activities, including swimming, are conducted for children. Although there is no railroad service to Hamilton, there is direct bus service to Utica, Syracuse and Binghamton. The Cossitt Motor Express provides freight transportation and Railway Express Agency truck pick-up service is maintained. The local paper is The Mid-York Weekly. The Community Memorial Hospital, which provides fifty beds, was completed in 1951 and is supported in part by a number of community organizations and projects, including an annual summer Jamboree. The University will make every effort to locate housing for newly appointed faculty members. The Treasurer and the Dean of the Faculty will be glad to advise and help members of the faculty with housing problems.

ORGANIZATION OF THE UNIVERSITY

Administrative offices of the University, together with their major responsibilities, are listed below:

The Board of Trustees is a self-perpetuating body of twenty-seven members, including elected representatives of the Alumni Corporation. It has final responsibility for the conduct of the University. It elects its Chairman and Vice-Chairman from its membership. The Secretary and Treasurer are appointed by the Board and attend its regular meetings (three a year). The Executive Committee meets at regular intervals and on call of its Chairman. The President of the University is a member of the Board of Trustees and an ex officio member of several of its committees including the Executive Committee.

The President of the University is appointed by the Board of Trustees and is responsible to it for the conduct and well-being of the University. He serves as Chairman of the University Council, presides at faculty meetings and at meetings of the Educational and Administrative staff, and has final responsibility for the preparation and administration of the annual budget of the University. Article V of the By-Laws of the Board of Trustees (1969) defines the President's responsibilities as follows:

> "The President of the University shall be the head of all educational departments of the University and shall have the general oversight and direction of the University instruction and

discipline. He shall be the official medium of communication between the Faculty and the Board of Trustees. He shall recommend to the Board all promotions and appointments to the Faculty. He shall take part in the instruction of the classes as the Trustees shall direct, or, in the absence of such direction, as he may think proper. He shall sign all diplomas and confer all degrees. He shall be responsible for the discipline of the University and for carrying out all measures officially agreed upon by the Faculty concerning matters committed to the Faculty by the Board, and for executing such measures concerning the internal administration of the University as the Board of Trustees may direct. He may specifically delegate such responsibility, as a matter of routine procedure, to other officers of administration or agencies created for the purpose, subject to the approval of the Board of Trustees, but shall be accountable therefor. In consultation with the proper committee of the Trustees, the President may make temporary appointments until the next meeting of Trustees in order to fill vacancies in the teaching or executive force of the University.

The President shall make reports to the Board of Trustees at each regular meeting of the Board, of the work and condition of the University, and shall present for the consideration of the Board such measures as he shall deem necessary or expedient for the welfare of the University.

In case of a vacancy in the office of the President of the University or of the absence of the President or of his inability to serve, the Board may appoint an Acting President of the University.

Provost--When the President is on campus, all administrative officers reporting directly to him will continue to do so. When the President is away, the Provost will act in his stead, and all administrative officers who normally report to the President will report to the Provost.

The Dean of the Faculty has primary responsibility for faculty personnel, curriculum, and supervision of instructional budgets. He is ex officio vice-chairman of the University Council. He presides at faculty meetings in the absence of the President.

The Assistant Dean of the Faculty assists in the general administrative areas that come under the Dean of the Faculty and serves as secretary of the University Council and the

Academic Affairs Commission.

Division Directors head the five academic divisions into which the University is divided: The Humanities, Natural Sciences, Physical Education & Athletics, Social Sciences, and University Studies. Each Division Director is responsible to the Dean of the Faculty.

The Director of Graduate Studies directs and supervises graduate studies and is also responsible to the Dean of the Faculty.

Department and Core Chairmen are responsible to the appropriate Division Director of the twenty-one departments and seven separate core staffs into which the academic divisions are divided.

The University Counselor, who has responsibility for advising students on study skills, problems of personal and social adjustment, and for assisting them through programs of vocational counseling, is also responsible to the Dean of the Faculty.

The University Archivist is responsible for collecting, preserving and administering the non-current records of the University and supplying information from these materials to members of the University and to the public.

The Librarian is the chief administrative official of the Library. As such, he has primary responsibility for overseeing the development of the library collection and its organization for use, in keeping with the aims of the University. He develops and supervises a professional staff of librarians to serve the collection and its public. Also, he hires and has over-all control of a clerical staff to assist in the operation of the Library. The Librarian sets the policy for, and interprets the Library and its collections to the faculty, students and general public. He oversees the physical facilities of the building and makes recommendations for improvements. The Librarian is directly responsible to the Dean of the Faculty and the President.

The Dean of Students has primary responsibility for all matters relating to students and student activities. He is assisted by, and responsible for, the activities of the following officers: An Associate Dean of Students with particular responsibility for the residence program who has a Director of Freshman Residences, a Director of Upperclass Housing, and a Fraternity Advisor reporting to him; a Dean of Freshmen who also serves as Director of Freshman Residences; the Director of Student Aid, who with an Assistant Director of Student Aid, is responsible for all matters relating to scholarships, loans, and work opportunities; the University Proctor, who has an assistant for parking and one for night security duty, deals with matters of student conduct; the Director of the University Scholars Program who is responsible for assisting students with high potential from disadvantaged economic and educational background to earn a Colgate degree; the Director of the Outing Club who supervises the recreational activities of the college sponsored by the Colgate Outing Club; the University Physician who is responsible for the physical welfare of the student body; the Director of Student Activities who coordinates all non-athletic extracurricular student activities; and, the Director of Placement who is responsible for assisting students in career planning, assists students in making their immediate post-college plans--whether they involve employment, graduate school or military service.

The Dean of Admissions has responsibility for the admission of freshmen and transfer students and works in close cooperation with the Director of Student Aid in awarding scholarships and other forms of financial assistance.

The Vice-President for Resources and External Relations is responsible for the areas indicated in his title. Reporting to him are the following officers: Director of Development and Director of Public Information. The Director of Public Information is responsible for dissemination of news and information as well as being in charge of official University publications, including the Catalogue. He is assisted in this work by the University Editor. The Director of Athletic Publicity is responsible for distribution of news and other material relating to athletic activities. The Director of Development is concerned principally with the long-range capital needs of the University and is available for consultation with any Faculty member who desires advice or assistance in the preparation of proposals.

The Vice-President for Business and Finance and Treasurer

has primary responsibility for the overall financial operation of the University. The following University officers are responsible to the Vice-President for Business and Finance:

> The Business Manager, who manages auxiliary enterprises such as Campus Store, Food Service, etc. He is also responsible for the welfare and employment of non-academic employees as well as the fringe benefit programs for all university employees. The Director of the Physical Plant, who is responsible for the operation and maintenance of all physical facilities. Grounds, roads, walks, janitorial services and building repairs are all part of his responsibility. The Director of Purchasing is responsible for the purchase and receiving of goods purchased and delivered to the University. The Controller is responsible for accounting for all University expenditures and receipts.

The Secretary of the University is secretary to the Board of Trustees and is executive assistant to the President of the University.

The Chaplain and Assistant Chaplain conduct Sunday and other religious services, serve as advisors to religious organizations and as personal counselors to students.

The Alumni Corporation is devoted to the advancement of the general welfare of the University and to the maintenance of its members' active and enduring interest in its affairs. The organization is independent of the University except that its budget is prepared in collaboration with the President and Treasurer of the University and approved by the Board of Trustees. It directs organized programs of service to Colgate and members in many areas including student selection, public relations, employment and fund raising.

Executive Vice-President, Alumni Corporation--This officer is responsible for overseeing the total program of the Alumni Corporation. He is appointed by the Board of Directors of the Alumni Corporation after consultation with the President of the University. The work of the Executive Vice-President of the Alumni Corporation involves the maintenance of the Alumni Records, mailing lists of the alumni body. He is also responsible for seeing that the editorial policies of the Board of Directors of the Corporation are carried out in the four annual issues of Colgate. He is responsible for coordinating the programs of the fifty-plus alumni clubs across the country. It is his responsibility to help each graduating class organize for alumni service. He is responsible to the officers and directors of the Alumni Corporation and as so conducts the business of the Corporation so as to implement the long-range objectives of the University.

ON CAMPUS GOVERNANCE

The following Provisions were adopted by the Faculty March 16, 1970 and approved by the Student Senate April 7, 1970.

I. THE UNIVERSITY COUNCIL

The Council shall have responsibility for all matters of policy regarding the operation of the University consistent with the By-Laws of the Board of Trustees except those matters specifically reserved by these Provisions to the Faculty, Committees of the Faculty, and the Student Senate.

The Council's actions regarding academic affairs, admissions, and student aid, as hereinafter construed, will become operative after the Faculty meeting subsequent to the publication of the minutes of the University Council, unless at that meeting of the Faculty, the Council is directed to reconsider such an action by a majority of those present at the meeting. In calling for such reconsideration, the Faculty may elect up to five of its members to present its views at the next meeting of the Council. If upon such reconsideration the Council passes by a majority of its total membership substantially the same decision, the Faculty, by a vote of the majority of the total faculty, except those on leave, may nullify that action. The President shall determine whether or not the decision shall be regarded as substantially the same, subject to challenge by the Faculty. If a question arises over whether an action of the Council, or some element of an action of the Council, is subject to the above procedures, the question will be decided by the President, and unless challenged by the Faculty, his decision will be final.

The Student Senate may direct the Council to reconsider a Council action on a matter which comes under the purview of the Student Affairs Commission and may elect up to five of its members to present its views at the next meeting of the Council, but this may be done only once with respect to what the President determines to be substantially the same decision.

All other actions of the Council will become operative at once.

The Council cannot commit the Faculty, Students, or the University to a position on any public issue.

Full reports of all proceedings, including roll call votes on all substantive motions of the Council shall be promptly distributed to all constituencies of the University.

The University Council shall consist of sixteen faculty (two each nominated and elected by and from the Divisions of Humanities, Natural Sciences, Social Sciences, and Physical

Education, and eight at large from the whole faculty elected by the Faculty); eight students (the President and Vice President of the Senate and six others); the President, the Dean of the Faculty, the Dean of Students and the Vice President for Business and Finance; the Directors of the five Divisions and the University Librarian who are not elected to the Council shall be ex-officio nonvoting members. In addition, each Commission shall designate one of its members as a nonvoting representative to the Council. Nonvoting members of the Council shall be allowed to participate in debate and introduce motions. If a majority of those authorized to vote for a member of the Council sign a petition requesting a new election for the seat held by a member, such an election shall be held at the next meeting of those so authorized. The present holder of the seat may be nominated for that seat.

The President of the University shall act as Chairman of the Council and the Dean of the Faculty as the Vice Chairman. The Assistant Dean of the Faculty shall act as Secretary to the Council. The President shall appoint a Parliamentarian.

Members of the Council may not send proxies to the meetings from which they are absent.

The business of the Council shall be conducted according to the procedures which have been customary at Colgate until they are amended by a majority of those present and voting at a meeting of the Council.

All faculty members shall be eligible for election for three-year, nonconsecutive terms. Students shall serve for one year and will be eligible for re-election.

II. THE COMMISSIONS

Responsible to the University Council and reporting to it shall be seven Commissions which shall propose policy to the University Council in the areas under their purview. Each Commission shall also serve as an advisory body to those Administrators whose responsibilities fall within its jurisdiction. Each Commission Chairman may call upon any administrative officer to attend Commission meetings when matters within his jurisdiction are under consideration.

Each Commission shall establish whatever committees it deems necessary. The President, in consultation with the University Council, shall make, when necessary, appointments to such committees.

Faculty members of the Commissions shall serve three-year terms which are renewable once. Students shall serve two-year terms.

Elected voting members of the University Council are not eligible to serve on any Commission.

Members of the Commissions may not send proxies to the meetings from which they are absent.

1. THE COMMISSION ON ACADEMIC AFFAIRS

The Commission shall propose to the Council policies regarding requirements for graduation, the curriculum, the granting of credit, grades, summer programs, attendance, academic advising, examinations, calendars, registration and schedules. It shall have responsibility for curricular evaluation and change. The Commission shall also propose to the Council special procedures for the introduction of innovative courses, and for the revision or discontinuation of any which, after a suitable period of trial, fail to meet liberal arts standards.

The Commission shall coordinate either directly or through committees responsible to it the work now done by the following existing committees: Academic Evaluation, Audio-Visual, College and World Affairs, Graduate Fellowships, Graduate Studies, January Program, Library, Petitions, Summer Session Council, Teacher Education, and University Lectures.

The Academic Affairs Commission shall consist of eight members of the faculty (one each elected from the Division of Humanities, Natural Sciences, Physical Education, and Social Sciences, and four from the faculty at large); four elected students; the President and Dean of the Faculty. The Chairman shall be chosen from the elected members of the Commission. The Secretary to the Commission, without vote, shall be the Assistant Dean of the Faculty.

The Commission also shall advise, as appropriate, the Dean of the Faculty, Registrar, Librarian, Director of the January Program, Director of the Summer Session, and Director of Graduate Studies.

The Directors of the Divisions of Humanities, Natural Sciences, Physical Education, Social Sciences and University Studies shall act as an advisory committee to the Dean of the Faculty in the administration of the areas of the Dean's responsibilities, and with the Dean of the Faculty, shall approve changes in course offerings, in accordance with policies determined by the University Council. Questions regarding the interpretation of such policies shall be referred to the Council.

Each academic department shall submit to the Commission a plan for involving its concentrators in discussions with members of the department on matters of appropriate common concern, and shall report to the Commission annually on the operation of this plan.

2. THE COMMISSION ON ADMISSIONS AND STUDENT AID

The Commission shall propose to the Council policies governing the admission of students to the University and the granting of scholarships and student aid.

The Commission shall also act as an advisory body to both the Dean of Admissions and the Director of Student Aid concerning both policy and administration.

The Commission on Admissions and Student Aid shall consist of six members of the faculty (one elected from each of the Divisions of the Humanities, Natural Sciences, Physical Education and Social Sciences, and two elected at large); four elected student members; the President, the Dean of Admissions and the Director of Student Aid.

The Chairman and secretary shall be elected by the Commission from among its elected members.

3. THE COMMISSION ON ATHLETICS

The Commission on Athletics shall propose to the University Council policies on intercollegiate athletics, intramural athletics, and recreational activities, and act as an advisory body to the Director of the Division of Physical Education and Athletics.

The Commission shall consist of five members of the faculty (one each from the Divisions of Humanities, Natural Sciences, Physical Education and Social Sciences and one at large elected by the Faculty); three elected students at least one of whom shall be involved in Varsity athletics; the President, Dean of the Faculty, the Dean of Students and the Director of Physical Education and Athletics. The Vice President for Business and Finance and the University Physician shall be consultants to the Commission.

The Chairman shall be elected by the Commission from its elected members.

4. THE COMMISSION ON BUDGET AND LONG-RANGE PLANNING

The Commission shall have responsibility for long-range planning, for proposing to the Council an order of priorities among suggested programs, and for preparing long-term budget projections on the basis of the proposed programs. The Commission shall advise the Vice President for Development in the area of financial development.

The Commission shall consist of four elected members of the faculty; one representative from each of the other six Commissions chosen from among their elected members; two elected students;

the President, the Dean of the Faculty, the Vice President for Business and Finance, the Vice President for Development, the Dean of Admissions, the President or Vice President of the Student Senate.

The Chairman shall be the President of the University. The Secretary shall be the Secretary of the University or the Assistant to the President.

The Committee on the Budget

The Committee shall have responsibility for advising the President and for recommending to the Council, where appropriate, policy in budgetary matters. The Committee shall act as an advisory body to the Vice President for Business and Finance.

The Committee shall consist of the four elected members of the Faculty and the two elected students who are on the Commission on Budget and Long-Range Planning; the President, the Dean of the Faculty, the Vice President for Business and Finance and the President or Vice President of the Student Senate.

The Chairman shall be chosen from the elected members of the Committee.

5. THE COMMISSION ON CAMPUS PLANNING AND PHYSICAL RESOURCES

The Commission shall propose to the Council policies for overall campus planning and for use of existing facilities.

It shall consist of five elected members of the faculty, three elected students, the President, the Dean of the Faculty, the Vice President for Business and Finance, and the Dean of Students. The Directors of the Divisions of Humanities, Natural Sciences, Physical Education, Social Sciences and University Studies shall be nonvoting members.

The Chairman shall be chosen from the elected members of the Commission. The Secretary shall be the Secretary of the University or the Assistant to the President.

6. THE COMMISSION ON OFF-CAMPUS RELATIONS

The Commission shall propose to the Council policies with regard to the University's relations with, and services to, alumni, other off-campus groups, and the general public. It shall also propose to the Council policies governing University Publications, and shall be responsible for the University's participation in all joint Community-University Committees.

It shall advise the administrator responsible for public relations and alumni affairs.

The Commission shall consist of five elected members of the faculty (one each from the Divisions of Humanities, Natural Sciences, Physical Education, and Social Sciences, and one at large); two elected students, the President or Vice President of the Student Senate; the President, the Dean of the Faculty, the administrator responsible for public relations and alumni affairs, and the Dean of Students.

The Chairman shall be chosen from the elected members of the Commission.

7. THE COMMISSION ON STUDENT AFFAIRS

The Commission shall propose to the University Council policies on University residences, fraternities, University scholars, foreign students, all student services, student organizations and student activities. It shall propose policies on matters of student conduct and procedures for student discipline. The Commission shall coordinate either directly or through Committees responsible to it the work now done by the following Committees: Campus Store, Concert Committee, Discipline, Drugs, Fraternities, Residences, University Scholars, University Judiciary Board, Pre-medical Education.

The Commission shall consist of four members of the faculty chosen at large from the Faculty; four elected students and the President or Vice President of the Student Senate; the President, and the Dean of Students. The Vice President for Business and Finance, Dean of Freshmen, Director of Student Activities and the Director of Residences shall be consultants to the Commission.

The Chairman shall be elected from the elected members of the Commission.

III. THE FACULTY

The Faculty shall meet monthly during the regular academic year:

(a) to bring up and air matters which should be considered by the University Council, one of the Commissions, or the Committees of the Faculty, and to consider any matter under discussion by any Commission.

(b) to act on policy proposals from the Committees of the Faculty and review when it wishes actions of the University Council which fall within the purview of the Commission on Academic Affairs and the Commission on Admissions and Student Aid.

(c) to direct the University Council to act upon any matter

under its jurisdiction and to inform the Faculty of its findings.

(d) to direct the University Council to act upon any matter within the Council's jurisdiction.

(e) to hear regular reports by the President on the state of the college, and to hear reports and announcements by administrators and colleagues.

(f) to vote degrees.

(g) to vote "sense of the faculty" resolutions.

(h) to elect representatives to the various joint bodies and to elect members of standing and ad hoc Committees of the Faculty. No individual can be elected except by a majority of those present and voting.

(i) to ratify amendments to these Provisions.

The business of the Faculty shall be conducted according to the procedures which have been customary to Colgate until they are amended by a majority of those present and voting at a meeting of the Faculty.

Standing Committees of the Faculty

A. The Committee on Faculty Affairs

The Committee shall propose to the Faculty policies and recommendations of policies on faculty appointment, faculty promotions, academic freedom and tenure, all matters pertaining to professional standards and ethics, loads, leaves, grants for development and research, faculty welfare, and similar matters.

The Committee shall propose to the Faculty procedures for faculty discipline and for hearing grievances from the faculty. The Committee shall consist of nine members of the Faculty (one each from the Divisions of Humanities, Natural Sciences, Physical Education, Social Sciences, and five members at large for three-year nonrenewable terms), the President and the Dean of the Faculty. The Committee shall elect its own Chairman.

Reporting to the Faculty Affairs Committee shall be the Research Council, members of which shall be appointed by the Dean of the Faculty.

B. The Committee on Promotion and Tenure

The Committee shall consist of three full professors elected for three-year, nonrenewable terms by the Faculty from the Divisions

of Humanities, Natural Sciences, and Social Sciences. They shall advise the Dean of the Faculty regarding administrative recommendations on tenure and promotions. Procedures for obtaining student opinion regarding the evaluation of instruction shall be determined in consultation with a Committee of the Student Senate to be set up for this purpose. The Committee shall elect its own Chairman.

C. The Faculty Nominating Committee

The Committee shall nominate to the Faculty representatives to the Council, the Commissions and elected Committees. It shall consist of five members of the Faculty, elected for three-year, nonrenewable terms from a list of at least as many nominees as there are vacancies on the Committee. Nominations for the Nominating Committee must be made from the floor of the Faculty. The Committee shall elect its own Chairman.

D. The Faculty Committee on University Governance

The Committee shall consist of four members of the Faculty, one each from the Divisions of Humanities, Natural Sciences, Physical Education and Social Sciences elected for four-year, nonrenewable terms. The Committee shall elect its own Chairman. The Committee shall:

(a) review, evaluate and report annually to the Faculty on the operations of these Provisions.

(b) recommend any amendments it finds desirable for improving these Provisions within three years of their adoption and at any other time.

(c) cooperate with the Student Committee on University Governance in the fulfillment of these functions.

IV. THE STUDENT SENATE

The Student Senate is elected by and from the Students' Association, of which all Colgate students are members, under rules laid down in the Constitution of that Association. The Senate shall meet regularly:

(a) to supervise all class elections and elections of all officers of the Association.

(b) to allocate funds of the Association in such a manner as it deems advisable.

(c) to interpret the Constitution of the Association and amend it as necessary.

(d) to vote "sense of the Senate" resolutions.

(e) to bring up and air matters which should be studied by the University Council or Commissions, consider any matter under discussion by any of them, and direct when it wishes the University Council to reconsider a Council action on a matter which comes under the purview of the Commission on Student Affairs in a manner as specified by these Provisions.

(f) to direct the University Council to initiate a study in any matter under its jurisdiction and to inform the Student Senate of its findings.

(g) to direct the University Council to act upon any matter within the Council's jurisdiction.

(h) to elect a Committee to consult with the Faculty Committee on Promotion and Tenure to devise procedures for determining student opinion regarding the evaluation of instruction.

(i) to elect the Senate Nominating Committee. This Committee shall nominate student representatives to the Council, the Commissions and other Committees. It shall consist of five students, chosen under rules laid down in the Constitution of the Students' Association.

(j) to elect a Student Committee on University Governance. This Committee shall consist of four students elected by the Student Senate for two-year terms. The Committee shall:

(a) review, evaluate and report annually to the Student Senate on the operations of these Provisions.

(b) recommend any amendments it finds desirable for improving these Provisions within three years of their adoption and at any other time.

(c) cooperate with the Faculty Committee on University Governance in the fulfillment of these functions.

(k) Student members of the University Council and the several Commissions shall be elected by the Student Senators and their alternates.

In addition to the nominations made by the Senate Nominating

[illegible] ates shall be elected simultaneously and on the same basis as, the Senators.

Committee at this meeting those made from the floor shall be accepted. The Student Senate shall fill any unexpired terms that may fall vacant during the course of the year.

V. AMENDMENTS

Any amendment to these Provisions for University Governance must be passed by a majority of the total membership of the Council twice in the same form at meetings of the Council at least four weeks apart, between which the proposed amendment shall be published to the University community. The proposed amendment shall then be transmitted to the Faculty for ratification, which shall require a two-thirds majority of those present and voting at a Faculty meeting. Before acting on the proposed amendment the Faculty shall allow a reasonable time (at least two full weeks) for the Student Senate to consider the proposed amendment. Either the Faculty or the Student Senate may vote to require the Council to act on an amendment, and if the Council does not act favorably on the amendment the body which proposed it may call for a joint meeting, to which the Faculty shall elect ten members and the Student Senate five members. If the joint committee passes the amendment by a majority vote of its total membership, the amendment may then be ratified by a two-thirds majority of those present and voting at a faculty meeting.

COMMUNICATIONS

While every faculty member is free to meet at any time with any administrative officer, certain channels of communication for normal matters are maintained to enhance efficiency of operations.

Matters pertaining to academic affairs should first be taken up with the appropriate department or core chairman. If he or the faculty member think it is wise, a conference with the Division Director or the Dean of the Faculty may be in order. But Division Directors and the Dean will always want to seek the advice of the department or core chairman and consequently in the interest of getting decisions quickly, faculty members should insofar as possible "go through the proper channels." But this should not be interpreted to mean that the Division Director or the Dean is reluctant to talk at any time with faculty members who have academic or other problems.

Matters pertaining directly to students should be taken up with the Dean of Students. These include, among other things, absences, deficiency reports, and disciplinary problems.

Matters relating to salary payments, deductions, and fringe benefits should be referred to the Treasurer. But in the event that an advance on salary becomes necessary for a faculty member, he should take it up directly with the Dean of the Faculty.

Telephone Service is maintained throughout the University. It should be stressed that long distance calls should be made for University business only and only if completely unavoidable.

Campus Mail Service provides inter-office communication when college is in session. Normally there are at least two deliveries and two pick-ups each day. Questions relative to the operation of this service should be directed to the Business Manager.

The Directory is issued each fall by the Office of Public Information. It contains the names, office locations, campus and residence telephone numbers, and home addresses of all members of the faculty and staff as well as names, home and campus addresses, and campus telephone numbers of all students.

Orders of Books--The following regulations and procedures should be observed in the ordering of books:

1. Orders should have the approval of the department chairman.
2. Orders for the fall semester should be made, when possible, before June 1st and for the spring semester by December 1st. Orders for the January Period should be in by November 15th.
3. Orders should be made out in triplicate on forms provided by the Campus Store. The original copy is retained by the store, the second goes to the department chairman, and the third to the course instructor.
4. Information as to quantity needed should be as accurate as possible. The store obtains from the Registrar pre-registration figures for courses but if these are likely to increase, the instructor is asked to advise the store when ordering.
5. All special materials in addition to textbooks should be ordered in the same manner as textbooks. Such materials include drawing equipment, special graph paper, slide rules, etc., as well as books not required, but recommended for purchase, by students.
6. Prior to the opening of each semester, a "Master List of Textbooks" is prepared for student use. It is therefore necessary that the store be informed of courses in which no text is required.
7. To obtain desk copies an instructor must communicate directly with the publisher.

8. The Store has available to the Faculty BOOKS IN PRINT and PAPERBOUND BOOKS IN PRINT and other publishers' catalogues.

Records, papers and correspondence relating to University activities, when no longer needed in current files, should not be destroyed but turned over to the University Archivist who will be glad to consult with faculty members on their disposition.

Forwarding addresses for the summer months and during leaves of absence should be left in the Office of the Dean of the Faculty prior to departing from Hamilton.

CALENDAR AND RESERVATIONS

The University Calendar of Events is maintained by the Secretary of the University and requests for reservation of dates should be cleared through this office. Matters relating to student events should also be referred to the Director of Student Activities who also maintains a calendar. Every effort should be made to avoid conflicts in scheduling.

A tentative mimeographed Calendar of Events for the entire semester is distributed to the faculty twice a year by the Registrar. Schedules of athletic events are available in the Office of the Director of the Division of Physical Education & Athletics.

Reservations can be made through the Office of the Director of Student Activities for the Lounges in the Student Union; library room reservations can be made through the Librarian; reservations for final examination rooms should be made through the Mimeograph Office; reservations for rooms for hour examinations should be made through the Registrar's office.

Arrangements for the use of rooms in McGregory, Lathrop, Lawrence, Biology, Alumni, and Olin Halls, as well as for occasional use of large rooms for special purposes, should be cleared with the Registrar's office. Exceptions to this are as follows: rooms in the Dana Creative Arts Center should be cleared with the Director of the Humanities Division or his representative. Use of the Chapel should be cleared through the Office of the Chaplains.

Rooms for regular classes are assigned at the time the schedule is prepared for the year and this is done by the department and core chairmen working in consultation with the Division Directors, the Registrar and the Dean of the Faculty.

The allocation of office space is made by the Office of the Dean

of the Faculty. Requests for furniture, shelving, and other changes in offices and classrooms should be made through departmental chairmen and division directors to the Dean of the Faculty.

FACULTY USE OF COLLEGE FACILITIES

Parking. Parking stickers are provided for all members of the faculty. Cars not carrying the identifying parking permit will be reported by the University Proctor. The principal faculty parking area lies behind Lathrop and McGregory Halls. Student parking is permitted in the lot adjacent to Alumni Hall.

Faculty Club. Every faculty member is entitled to membership in the Faculty Club. Dues in 1969-70 were $18 a year. The Faculty Club is housed in Merrill House, formerly the home of Colgate's presidents. Lunch is served there every weekday during the academic year, and dinner reservations may be made for faculty groups.

The recreational facilities of Merrill House include a piano, organ, television set, basement pool, billiards, and ping pong tables. These, and the downstairs rooms, may be used by faculty members at any time. The Club is open from 8 a.m. until 11 p.m. on weekdays and on weekends by request. Reservations are in order when a group wishes to use Merrill House for entertainment at cocktails, dinner, after an evening event on campus, etc. A nominal rate is charged.

Upstairs in Merrill House are guest rooms for University guests. Guest room reservations should be made with the Business Office and a nominal charge is made for room and board for guests.

Merrill House is administered by the University Treasurer and Business Manager. The Faculty Club is governed by a Board of Directors headed by the Club President who is nominated by the Board from its own members and elected by Faculty Club members.

COLGATE CAMP. In 1953 the University acquired, by gift of Mr. S. Bayard Colgate and members of his family, a camp and lodge on Upper Saranac Lake, with ten cottages, a central lodge and kitchen, main dining room, lounge and boat house. The facilities can comfortably accommodate thirty-five to forty people. During the months of July and August, the camp operates under the supervision of a resident director and meals are prepared by the camp cook and served in the main dining room. Faculty members and their families interested in making Colgate Camp reservations should do so at the Treasurer's Office. Special reduced rates are available to the faculty. In addition, faculty members interested in presenting an hour-long seminar on any day during their stay at the camp will not be charged for their board and room on that day, and the camp management encourages and arranges

for such seminars. Out-of-season reservations, especially for college groups, may also be made when circumstances permit. Groups staying at the camp out-of-season make their own food and cooking arrangements.

PURCHASES AND TRAVEL EXPENSES

Departmental purchases of materials and equipment should be referred through department chairmen to the Director of Purchasing.

Collection of Fees from Students. Normally instructors do not collect money directly from students for special materials to be used by the class. Such materials can usually be provided through the Campus Store. If collection of money from students for some purpose becomes unavoidable, permission from the department chairman should be secured in advance and a report of the project should be included in the department's annual report.

Travel Allowances. The University provides a modest budget to assist members of the faculty in attending professional meetings. It is distributed among divisions in proportion to staff size. Requests for financial assistance to attend such meetings should be made to the Director of the Division. Any travel in connection with department or divisional business should have the approval of the Divisional Director. Travel vouchers should be turned in to the Director for approval and forwarded to the Controller with hotel receipts and any other receipts that may be called for. The University allows $.10 per mile for travel by automobile which covers tolls and garage charges; it is expected that travel will always be by the least expensive method. Faculty travel for other University business must be approved by the Dean of the Faculty and travel vouchers should be submitted to his office unless travel is in connection with the business of the Development Office, the Alumni Corporation, or the President's Office.

Vouchers for payment of travel and other expenses (only when authorized) should be submitted by the faculty member to the Division Director. Vouchers may be obtained from the Divisional Office or from the offices of the Controller or the Dean of the Faculty.

CLERICAL SERVICES

Clerical personnel are employed through the Business Office. Any changes or additions should be cleared with the Office of the Dean of the Faculty.

The Mimeograph Office. This office, located in the basement of the O'Connor Campus Center, is one of the busiest places on

the campus. It serves all members of the faculty and gives priority to the preparation of examinations, class syllabi, and other items relating directly to instruction. For the best service, material should be brought in a week or, if possible, two weeks before it is needed. Material for a syllabus for use in the fall should be turned in early in the summer. Last minute rush jobs cannot be handled by the small staff. Mimeographing is charged against departmental budgets and all material to be mimeographed must be approved by the appropriate chairman. If mimeographed material in any quantity is to be used by students in a course it should be sold to them through the Campus Store and the income credited to the appropriate departmental budget.

Electrostatic copiers are available in each major academic building and the charges for the use of these machines is made against the appropriate department.

Secretarial Assistance is allocated to the various parts of the University by the Business Manager. All secretaries in the academic divisions are responsible in the first instance to the appropriate Division Director and finally to the Dean of the Faculty.

A Faculty Support Center located in the Administration Building provides dictating services via office telephone to all faculty members. Secretaries will provide you with information concerning its use.

CATALOGUE COPY

Course descriptions for The Catalogue should be submitted by the department chairman to the appropriate Division Director who, in turn, will submit them to the Dean of the Faculty. Final responsibility for editing Catalogue copy rests with the University Editor working under the supervision of the Director of the Office of Public Information. Suggestions or corrections for The Catalogue may be sent directly to the University Editor.

REGULATIONS GOVERNING CLASSES

Time of Classes. Classes are set up on a specific time schedule and this schedule should be followed rigorously. No changes should be made without the approval of the Dean of the Faculty. It is important that afternoon classes close promptly at the scheduled time in order to provide for other activities of concern to the students. Evening classes are not authorized except by the approval of the Dean of the Faculty. Seminars should not exceed the scheduled time in length of meeting and classes should not be scheduled to meet through the Chapel period.

Class Tickets. Official admission of a student to a class is by means of a class ticket which he must obtain from the Registrar's Office following payment of tuition. Students without such class tickets cannot be admitted to class beyond the first day. Altered tickets should not be accepted since the Registrar's Office always issues a new ticket for any change and this is dated on the day of issue.

Class Lists. As early as possible in each semester, the Registrar sends each department a list of all students registered for each course as evidenced by his records. Each instructor is expected to check this list carefully, adding any names not included and crossing off names of those not in the course. The lists should be returned through the department chairman to the Registrar.

Changing Classes. After initial registration for a given semester, a student who wishes to change his program may do so up to the first day of classes with the written permission of his advisor. After classes begin he must also obtain written permission of each instructor involved and pay a late "Change of Registration" fee if the change is made at his request. If made at the request of the department or the instructor, no fee will be charged. Forms for both types of changes are provided by the Registrar's Office where the change must be recorded within the first ten days of the semester in order to obtain the proper class tickets. Changes made after the ten day period must have the approval of the Dean of Students. If a student drops a course after the regular "change" period, he receives a grade of "F" unless this penalty is waived by the Dean of Students.

Absence of the Teacher from Class. Teachers are expected to meet all of their classes at all times. In case of illness, the chairman of the department should be notified at once and a colleague requested to conduct the classes. In case of necessary absence from the campus on professional business or because of emergency, arrangement should be made in advance for the conducting of the classes by a colleague. Normally, classes should not be cancelled during the absence of the instructor or the students asked to make up time missed because of the instructor's absence. Classes should start on time and finish promptly at the end of the period.

In case of absence of the instructor for any cause for more than a day, the department chairman should inform the Director of the Division of the nature of the absence and the measures adopted to carry on the work.

Special Use of Saturdays. The College presently operates on a five-day class week with classes meeting three or four times per week. A number of examinations are given on certain Saturday mornings; there are also informal meetings for make-up work, review sessions, group and club meetings, etc. held on Saturdays

but no classes can be regularly scheduled on Saturdays and certain Saturday mornings are held completely free of all academic appointments.

Load Cards. At the beginning of each semester each faculty member fills out an Instructor's Load Card providing data as to the courses taught, number of students in each, other responsibilities, office hours, and location of classes. These forms are sent out from the Office of the Dean of the Faculty and should be returned promptly, with the initial approval of the department chairman, to the Division Director.

ORGANIZATION OF COURSES

Course Numbers. Courses numbered from 100 to 199 are primarily for freshmen, those from 200 to 299 are for sophomores; those from 300 to 399 are for juniors, and those from 400 to 499 are for seniors. Courses with 500 numbers are designated primarily for graduate students. There has been a good deal of laxity about admitting upperclassmen to freshman courses and while this is not prohibited, the upper-class student should be required to show excellent cause before being registered by his advisor for a freshman course. A student wishing to register for a course numbered higher than his class level must (as a usual rule) secure written permission from the instructor. Odd numbered courses are normally given in the fall semester but may be repeated in the spring, while even numbered courses are normally given in the spring semester.

Course size. It is the rule of the faculty that no classes with an enrollment of five or fewer students can be taught without the specific permission of the Dean of the Faculty and reviewed each semester to determine future frequency of scheduling. Placing limits on the size of courses should be done with great care and only where there are excellent reasons for doing so. All such limits should have the approval of the Division Director and should conform reasonably to the overall needs of the University.

New Courses not previously listed in The Catalogue must be approved by the Dean of the Faculty's advisory committee (the Division Directors) and the Dean of the Faculty before being offered. Normally, a department is expected to drop a previously listed course before a new course can be approved.

Bracketed Courses are offered in alternate or specific years. In order to increase the average class size and promote greater economy of operation, bracketing of courses is encouraged wherever and whenever possible, consistent, of course, with sound educational programming.

Independent Study and Honors Work. Students of high ability are encouraged to plan programs of independent study and honors work with their advisors and departments of concentration. No arrangements should be made to give individual study projects for college credit during the summer months unless these are cleared in advance with the Dean of Students and have the approval of the Dean of the Faculty. In order to facilitate the process of approving independent courses of study and, at the same time, ensure that such courses meet the academic standards the faculty has set for other courses leading to graduation, the following guidelines have been established:

I. Every regular semester independent course of study registered under a departmental name must have the approval of the supervising faculty member's department.

II. Every department shall provide a list of its approved independent courses of study and the supervising faculty members to its Division Director and the Dean of the Faculty by the end of the second week of the semester.

III. Every regular semester independent course of study registered under University Studies must have the approval of the Director of University Studies.

IV. The Director of University Studies shall provide a list of his division's approved independent courses of study and the supervising faculty members to the Dean of the Faculty by the end of the second week of the semester.

V. Every proposal for an independent course of study submitted for approval to a supervising faculty member, department or Division Director should include in writing the following:

A. Brief description of the subject matter
B. Name of the supervising faculty member
C. Indication of the sources and methods of study
D. Description of the basis for evaluation

These guidelines are intended to bring independent courses of study into the process of broader University community review that characterizes the creation of other kinds of courses without making that process too cumbersome for students or faculty.

It is necessary to differentiate the various kinds of courses that are loosely called "independent study." The designations follow:

1. A course of study pursued by a single individual that does not parallel a regular course offering and in which a student works almost completely on his own shall be designated in a way to be determined by the

Registrar as an Independent Study.

2. A course of study pursued by a single individual that does not parallel a regular course offering and in which a student meets regularly with the instructor shall be designated in a way to be determined by the Registrar as a Tutorial.
3. A course of study pursued together by a few students (from two to nine) that does not parallel a regular course offering shall be designated in a way to be determined by the Registrar as a Preceptorial.
4. Independent Studies, Tutorials, and Preceptorials shall bear designations differentiating class levels and whether or not they are for honors or high honors in a way to be determined by the Registrar.
5. When an Independent Study, Tutorial or Preceptorial parallels a regular course offering, it shall be designated in the same way as the regular course offering, but with the addition of an Independent Study, Tutorial or Preceptorial designation (whichever is appropriate). Whenever possible, however, a student should take the regular course.

Courses Requiring Written Permission of the Instructor for Admission. Requirements for admission to a course should be so clearly designated that advisors can assume responsibility for registering the student for the course. Only in exceptional cases should written permission be required for admission to a course. For example, a #300 course may be open to freshmen and sophomores with permission of the instructor.

Concentration Requirements. These can be found described in the Colgate Catalog. However, it should be emphasized that admission to concentration at the end of the sophomore year requires the written recommendation of the sophomore advisor, and acceptance of this recommendation by the chairman of the department concerned, on the proper form supplied by the Office of the Registrar or by the Office of the Dean of the Faculty. If a student wishes later to change his concentration, he must secure the permission of the chairmen of the two departments concerned.

GRADING

Instructors may use any grading system they wish during the semester but all final grades turned into the Registrar must be in terms of the letter grades indicated below:

GRADE	QUALITY	QUALITY POINTS PER COURSE
A	Superior	4
B	Good	3
C	Satisfactory	2
D	Minimum passing	1
F	Failing	0

Grades turned into The Registrar may carry plus or minus signs if applicable. Each plus gives one-third quality point additional per course and each minus one-third quality point less. Present graduation requirements call for the completion of thirty-two courses plus four courses in required physical education and fifty-eight grade points for an average of 1.80 for all courses attempted (including failures). A student can have on his record six courses with grades of "D" and meet the minimum requirements for graduation. If he has more "D" grades, these will have to be offset by an appropriate number of "B's" and "A's".

Incompletes. The grade of "incomplete" is given only when the student has not finished the work of the course. It should be used rarely and only for sufficient cause, such as illness or absence necessitated by emergency and approved, in advance if at all possible, by the Dean of Students. A form entitled "Special Report to the Registrar" is provided for reporting "incompletes." An "incomplete" must be made up within the first four weeks of the next semester or it becomes automatically a failing grade, unless extension is granted by the Dean of Students.

Pass-Fail Option. Students with junior or senior standing, who have been accepted in a concentration, may elect to take one course a semester which is evaluated "pass" or "fail" instead of by the usual letter grades. The following conditions apply to this option:

1. No student may pursue more than one course per semester on the pass-fail basis.
2. The pass-fail option shall rest with the student.
3. Core Curriculum courses and courses toward the fulfillment of the concentration requirement may not be taken under the pass-fail option.
4. The choice to take a particular course under pass-fail must be made prior to final registration for the course.
5. In the event of limited enrollment possibilities, a student's desire to take a course on the pass-fail basis shall not be a criterion in determining his eligibility for the course or section.
6. There is no necessary parallel intended between pass-fail and the current five-point, numerical system. Pass shall constitute satisfactory completion of a semester's work, in the opinion of the instructor.
7. A course taken under pass-fail and passed shall be entered on the student's permanent transcript as "Pass", but shall in no way enter into the computation of grade point average. The same situation shall obtain with respect to a course failed, although the failure must be made up just as in the case of courses graded on a numerical basis.

Reporting Final Grades. All final grades are reported on Grade Report Cards, distributed by the Registrar through department chairmen. The grades of seniors who expect to complete graduation requirements at the end of the semester should be turned in within 24 hours after the final examination has been given. If requested by the departmental chairman, all grades should be reported to him before being turned in to the Registrar. Grades for all students other than seniors should be submitted to the Registrar, if at all possible, within forty-eight hours, and in no case later than ninety-six hours after the final examination. Once submitted to the Registrar no grade can be changed without the written permission of the Dean of the Faculty. All final grades are reported to the students from the Registrar's office. The faculty should not report final grades to the students.

Course Warning. About the middle of each semester faculty members will report to the Dean of Students on appropriate forms the names of any students who are in danger of failing. Careful completion of these forms with full comments will be most helpful to the Dean in his subsequent conferences with students who are having academic difficulty. Professors should take the time to interview the students before they send to the Dean the course warning forms. Due dates for reports on students who are in academic difficulty will be established at the beginning of each semester and promptness in turning in reports on or before the specified date will be much appreciated.

forms. Due dates for reports on students who are in academic difficulty will be established at the beginning of each semester and promptness in turning in reports on or before the specified date will be much appreciated.

Examinations. A fairly normal pattern in a one-semester course provides for a one hour examination sometime preceding the reporting of students in academic difficulty. In many courses, however, more frequent hour examinations are given and these are supplemented by a number of shorter quizzes. In seminars and small upper-class courses, examinations may be somewhat less frequent than in courses with large enrollments. A two hour final examination is required of all students in all courses unless explicit permission has been given by the Dean of the Faculty to omit the examination. Care should be exercised in choosing dates for hour examinations in order to avoid, as far as possible, crowding of examinations into a brief period of time immediately preceding the course warning reporting period. The scheduled time for final examinations cannot be changed except with the permission of the Dean of the Faculty. Students often attempt to put pressure on faculty members to change the time of final examinations. These attempts should be resisted as it is essential that the schedule be followed as established. Students should be informed that no deviation from the printed examination schedule can be made without the explicit permission of the Dean of the Faculty.

Class Attendance. There is no university-wide class attendance requirement for students; however, at the beginning of the semester a faculty member shall state his own attendance requirements to his classes. During the semester he is expected to confer with any student whose attendance record is unsatisfactory, and if further occasion requires, to request the Dean of Students to meet with the student for appropriate action. This may, at the Dean's discretion, result in suspension or dismissal from the course or the college.

Faculty members should report any student whose consecutive absences from class (usually three) might give cause for concern for his welfare to the Dean of Students.

DISCIPLINE

Classroom discipline is a matter for each instructor to deal with and it is assumed that formality or informality of procedure will be well defined and controlled by him. Colgate does not have an honor system for examinations and it is essential that all examinations be properly supervised. All cases of dishonesty--plagiarism, cheating, etc.--should be reported promptly to the Dean of Students with all available facts. Professors should not attempt to adjudicate cases or assess penalties. This should be left to the Dean of Students and the University Judiciary Board.

It is important that all students be made to understand clearly the meaning of plagiarism and made aware of the penalties attached to it. The usual penalty for a first offense is failure in the course. Flagrant offenses can result in dismissal from college.

STUDENT SOCIAL LIFE

Faculty members and their wives are frequently invited to attend parties at student residences. Acceptance of these invitations is appreciated by the students and attendance contributes to good relations within the university community. Colgate is a residential college and informal contacts between students and faculty contribute significantly to the educational life of the college.

TUTORING

No instructor is permitted to tutor a student in his own class for pay; nor in another section of a multiple section course in which he is teaching. In case tutoring is deemed desirable, some other instructor, a graduate student, or upperclassman can be requested to do the tutoring.

COUNSELING

Academic Advising. Academic advising is considered to be a regular part of the faculty's responsibility. Freshmen and sophomores are assigned faculty advisors to assist them in selecting courses and arranging academic programs. Juniors and seniors are advised by members of their departments of concentration or by an advisor appointed by the divisional director or the Dean of the Faculty.

Counseling and Psychological Services. A member of the Counseling Center Staff is readily available to meet with any student having an academic, interpersonal or psychological problem which interferes with his educational and personal development. Students regularly perceive their need for assistance and most of them seek such assistance on their own initiative. The services are completely voluntary and are offered by professionally trained clinical-counseling psychologists.

However, faculty members frequently become aware of a student whose educational or personal development is thwarted by varied problems in living and learning. In such cases when professional services seem required, the faculty member should feel free to talk with the student and refer him to the Counseling Center. Here are some suggestions which might be helpful in the process

of student referral.

1. Explain briefly the nature of the service emphasizing that counseling services are for normal students too with typical problems of maturation and development. Try to involve the student's own motives and specifically his desires to solve his problems satisfactorily.
2. If there is some urgency, the faculty member, with the student's agreement, may call and make a definite appointment in the student's presence.
3. The faculty member may ask a member of the Counseling Center Staff to write a student inviting him to make use of the services available. The concern of the faculty member would be noted as the reason for the invitation.
4. If the faculty member recognizes an emergency need for professional psychological help because of a danger to the student or to others and if the student will not voluntarily avail himself of such help, the faculty member should seek the assistance of the Dean of Students. The Dean or a member of his staff can seek out the student or require that the student consult with him. Further arrangements, in consultation with the University Psychologist and Physician, will follow.

While consultations with students at the Counseling Center are confidential (privileged communication), an interested faculty member may call to raise questions, to make suggestions, or to request advice. Everything will be done with the student's knowledge to encourage his acceptance of trusting and helpful relationships. Where appropriate, students will be encouraged to report back to the faculty member who showed initial concern. The University Counselors are available to any faculty member seeking consultation on referral or on student problems of any kind.

THE FACULTY

ORGANIZATION AND RESPONSIBILITY

The following statement on the faculty is quoted from the By-Laws (1969) of the Board of Trustees, Article VI:

"Sec. 1. The Faculty shall consist of the President of the University and those whose duties are primarily instructional or in the direct supervision of instruction, classified by rank as follows: Professor, Associate Professor, Assistant Professor, Instructor.

The voting privileges shall be extended to all full-time faculty members. In addition, members of the Administrative Staff designated by the President and approved by the Board of Trustees shall be entitled to vote at meetings of the faculty."

"Sec. 2. The Faculty shall hold stated meetings while the College is in session, and in addition shall meet at the call of the President, who shall preside at such meetings. The Faculty shall appoint a Secretary who shall keep a record of the proceedings at their meetings. They shall make such rules of procedure and provide for and appoint such committees as in their judgment may be necessary. In the event of the absence of the President, the Provost or the ranking Faculty officer may call a faculty meeting at which he shall preside."

"Sec. 3. The Faculty shall prescribe, subject to approval of the Board of Trustees, requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred, rules and methods for the conduct of the educational work of the University, and shall recommend to the Board candidates for degrees in course and for honorary degrees; shall designate persons to receive the awards of fellowships, scholarships and prizes and, subject to primary authority of the President, may participate with the President, Deans and other officers of administration in matters of student discipline through such committee structure and under such conditions as the Board of Trustees shall approve."

Faculty Meetings are held once a month, usually on the first Monday, during the academic year. The President is the presiding officer, or, in his absence, the Dean of the Faculty. The Secretary, elected by the faculty, keeps the minutes which are mimeographed and distributed to all members of the faculty. The function of faculty meetings in university governance is described on page 7.

Convocations. Four all-university convocations are held during the year: Founders' Day, Phi Beta Kappa Convocation, Civic Awards Convocation, and Commencement. Members of the faculty are expected to attend these convocations in academic dress unless they are unavoidably prevented from doing so. Any member of the faculty who does not have academic costume can borrow one immediately preceding the convocation at an announced place.

THE FACULTY

ACADEMIC FREEDOM AND TENURE

In 1948 the Board of Trustees approved, as Colgate policy, the 1940 "Joint Statement of Principles" endorsed in 1941 by the Association of American Colleges, the American Association of Teachers Colleges and the American Association of University Professors. (The original publication of the statements will be found in the A.A.U.P. BULLETIN, Vol. 27, No. 1, pp. 40-43.)

1940 Statement

"The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition."

"Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights."

"Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society."

"a. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution."

"b. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of

academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment."

"c. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that he is not an institutional spokesman."

New York State Teachers' Oath. All teachers at Colgate are required to sign and subscribe to the "Oath of Allegiance" as established by New York State Law. New teachers can obtain the necessary form from the Dean of the Faculty and complete the oath in his presence.

Rules of Appointment and Tenure. Following are the provisions for tenure and promotions as reported to the Board of Trustees and adopted by The Faculty, effective as of July 1, 1969:

These regulations are designed to enable Colgate University to protect academic freedom and tenure and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or are affected by the policies and programs of the institution. A college or university is a marketplace of ideas, and it cannot fulfill its purposes of transmitting, evaluating, and extending knowledge if it requires conformity with any orthodoxy of content and method. In the words of the United States Supreme Court, "Teachers and students must always remain free to inquire, to study and to evaluate, to gain new maturity and understanding; otherwise our civilization will stagnate and die."

1. Statement of Terms of Appointment:

a) The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or

modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.

b) With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probationary appointments; (2) appointments with continuous tenure.

c) Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his appointment and of all matters relative to his eligibility for the acquisition of tenure.

2. Rules of Appointment:

a) Initial appointment to the rank of instructor carries with it no presumption that the incumbent faculty member will later be promoted, nor does reappointment as an instructor imply any subsequent appointment at a higher rank.

b) Initial appointment to the rank of assistant professor shall be granted only to those whose potential worth as teachers and as productive scholars is sufficiently promising to warrant the confidence of their senior colleagues. An assistant professor should embody the maturity and achievement in his field of scholarship of which the doctor's degree is the normal testimonial. There is no presumption in appointing an assistant professor that he will later be promoted, nor does reappointment as an assistant professor imply any subsequent appointment at a higher rank.

c) Initial appointment to the rank of associate professor shall be granted only to those who, in addition to all of the qualifications of an assistant professor, have proved their worth as teachers and given substantial evidence of productive scholarship. There is no presumption in appointing an associate professor that he will later be promoted, nor does reappointment as an associate professor imply any subsequent appointment at a higher rank.

d) Initial appointment to the rank of professor shall be granted only after careful consideration of a

candidate's scholarship, productivity, teaching ability, and reputation among his peers in his own field, as well as his ability to guide students toward noteworthy accomplishments. The rank should be granted only to men who have been so tested that there is reasonable certainty of their continued usefulness throughout the remainder of their working years.

e) Faculty members in the Division of Physical Education and Athletics may be retained as instructors, or in any designated rank, without limit of time. They may be granted tenure at the discretion of the President and with the approval of the Executive Committee of the Board of Trustees.

g) The provisions noted above are not to be construed as preventing the administration from making special contracts or short-term appointments.

3. Probationary Appointments:

a) Probationary appointments may be for one year, or for other stated periods, subject to renewal. Continuous tenure shall normally apply only to staff members listed as full-time faculty whose duties are primarily instructional or in direct supervision of instruction. The total period of full-time service prior to the acquisition of continuous tenure will not exceed seven years including all previous full-time service with the rank of instructor or higher in other institutions of higher learning, (except that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment). Except as provided in Regulation 13, time spent on leave of absence will count as probationary period service, unless the individual and institution agree to the contrary at the time leave is granted.

b) Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows: (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year

appointment terminates during an academic year, at least six months in advance of its termination; (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. The institution will normally notify faculty members of the terms and conditions of their renewals by March 1.

4. Termination of Appointment by the Faculty Member:

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but no later than April 1, or 30 days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

5. Termination of Appointments by the Institution:

a) Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.

b) If termination takes the form of a dismissal, it will be pursuant to the procedure specified in Regulation 6.

c) Where termination of appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, Regulation 6 will not apply, but faculty members shall be able to have the issues reviewed by the faculty, or by the faculty members of the Faculty Affairs Committee with ultimate review of all controverted issues by the governing board. In every case of financial exigency or discontinuance of a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than 12 months' notice, or in lieu thereof he will be given severance salary for 12 months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of two years, unless the

released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

d) Termination of a tenured appointment, or of a non-tenured or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the faculty members of the Faculty Affairs Committee before a final decision is made by the governing board on the recommendation of the President of the institution.

6. Dismissal Procedures:

a) Adequate cause for a dismissal will be related directly and substantially, to the fitness of the faculty member in his professional capacity as a teacher or researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

b) Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, will be preceded by: (1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (2) informal inquiry by the faculty members of the Faculty Affairs Committee which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, with its opinion being binding upon the President; (3) a statement of charges, framed with reasonable particularity by the President or his delegate.

c) A dismissal, as defined in Regulation 6 (a), will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the elected faculty members of the University Council. A member will remove himself from the case, either at the request of a party or on his own initiative, if he deems himself disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.

(1) Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him or asserts that the charges do not support a finding of adequate cause, the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.

(2) The hearing tribunal, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be public or private.

(3) During the proceedings the faculty member will be permitted to have an academic advisor and counsel of his own choice.

(4) At the request of either party or the hearing tribunal, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.

(5) A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available to the faculty member without cost to him, at his request.

(6) The burden of proof that adequate cause exists rests with the institution, and shall be satisfied only by clear and convincing evidence in the record considered as whole.

(7) The hearing tribunal will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.

(8) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution will, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.

(9) The faculty member and the administration will have the right to confront and crossexamine all witnesses. Where the witness cannot or will not appear, but the committee determines that the interests of justice require admission of his statement, the committee will identify the witness, disclose his statement and if possible provide for interrogatories.

(10) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.

(11) The hearing tribunal will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

(12) The findings of fact and the decision will be based solely on the hearing record.

(13) Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

(14) If the hearing tribunal concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, he will state his reasons for doing so, in writing, to the hearing tribunal and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing tribunal concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend with supporting reasons.

7. Action of the Board of Trustees:

If dismissal or other penalty is recommended, the President will, on request of the faculty member, transmit to the governing board the record of the case. The governing board's review will be based on the record of the tribunal hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. The decision of the hearing tribunal will either be sustained, or the proceeding returned to the tribunal with specific objections. The tribunal will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The governing board will make a final decision only after study of the tribunal's reconsideration.

8. Suspensions:

Until the final decision upon termination of an appointment has been reached, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to himself or others is threatened by his continuance. Before suspending a faculty member, pending an ultimate determination of his status through the institution's hearing machinery, the administration will consult with the faculty members of the Faculty Affairs Committee.

Suspension is appropriate only pending a hearing: a suspension which is intended to be final is a dismissal, and will be dealt with as such. Salary will continue during the period of suspension.

9. Terminal Salary or Notice:

If the appointment is terminated, the faculty member will receive his salary or notice in accordance with the schedule of notice to which he is entitled under Regulation 3 (b), or, if he has tenure, for at least one year. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the faculty hearing committee or the President, the Board of Trustees, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

10. Academic Freedom:

All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors.

11. Academic Freedom of Nontenured Faculty:

If a faculty member on probationary or other nontenured appointment alleges that considerations violative of academic freedom significantly contributed to a decision not to reappoint him, his allegation will be given a preliminary consideration by the faculty members of the Faculty Affairs Committee, which will seek to settle the matter by informal methods. His allegation shall be accompanied by a statement that he agrees to the presentation for the consideration of the faculty committees of such reasons and evidence as the institution may allege in support of its decision. If the difficulty is unresolved at this stage, and if the committee so recommends, the matter will be heard in the manner set forth in Regulation 6 and 7 except that the faculty member making the complaint is responsible for stating the grounds upon which he bases his allegations, and the burden of proof shall rest upon him. If he succeeds in establishing a prima facie case, it is incumbent upon those who made the decision not to reappoint him to come forward with evidence in support of their decision.

12. Administrative Personnel:

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. Where an administrator alleges that a consideration violative of academic freedom significantly contributed to a decision to terminate his appointment to his administrative post, or not to reappoint him, he is entitled to the procedures set forth in Regulation 11.

13. Political Activities of Faculty Members:

Faculty members, as citizens, are free to engage in political activities. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to.

RETIREMENT

Each faculty member shall retire on the first of July next following his sixty-eighth birthday. However, it is to be understood that the Board of Trustees may raise or lower this age whenever it is deemed advisable. An earlier retirement date, particularly at age 65, can be considered with approval of the Dean of the Faculty.

ADVANCEMENT, PROMOTION AND TENURE

There is no automatic plan for annual salary increases. They are based upon merit, rank and length of service.

Faculty Personnel Procedures. In accordance with the regulations and qualifications outlined above, decisions on tenure and promotion are made in the following manner: recommendations are made in the first instance by the department chairman to the Division Director. If he approves, he forwards the recommendation to the Dean of the Faculty. After receiving the recommendations (usually early in the first semester), the Dean presents the list of men proposed for tenure and/or promotion to the Division Directors meeting as a committee. After securing advice from this group and the Faculty Committee on Promotion and Tenure, the Dean prepares his recommendations to the President who may accept, modify, or reject them in submitting final proposals to the Board of Trustees. This body makes final decisions on promotions and tenure.

Somewhat the same procedure as that outlined above is followed in determining salary levels. Recommendations for increases come from the department chairman to the Dean by way of the Division Director. Obviously, there is no group discussion of individual salaries but the Dean confers privately with each of the Directors on salary matters related to his division. Minimum and maximum salaries in each rank are not fixed but may vary from year to year. Also, there is no system of automatic annual increments since additions to the instructional budget will necessarily vary from one year to the next; however, the Board of Trustees has long recognized the necessity of constantly improving salary levels and in recent years has striven to keep them competitive with the first rank of liberal arts colleges.

Notices of reappointment, salary, and promotion and tenure are given on or before March 1st each year.

Faculty members resigning are expected to give notice to the Dean of the Faculty as soon as possible, but at the very latest, by July 1st. Those who are terminating service are paid through June of the year of termination. In case of a resignation accepted after July 1, the individual must reimburse the University for overpayment in the new fiscal year.

THE FACULTY: LOADS

A faculty assignment includes a full range of responsibility for teaching, scholarly activity and service to the university community. It is a full-time membership in a professional community of scholars; such a commitment can not be easily divided, counted and credited. However, we often refer to the normal faculty load and variations from it when considering teaching responsibility and its relation to administrative duties or leaves. To provide opportunity for men engaged in research, writing, and other scholarly activities apart from day-to-day course preparations, a 3-1-2 pattern should be quite normal. In a few cases, further reductions may be possible. Though a standard 3-1-2 pattern carries with it some obligation to do scholarly work, Colgate has no intention of establishing a "publish or perish" policy. (See Rules 11-14 concerned with increased loads and leaves on pages 45-46.)

In addition to the regular classroom teaching responsibilities, it is assumed that any member of the faculty would be willing to supervise a limited number of undergraduate independent study, tutorials and preceptorial projects. It is not possible to specify the precise number of these projects a man could expect to direct in any given year since much depends upon the nature of the projects. It would seem reasonable to assume that anyone might be able to carry two or three such projects each year without unduly encroaching on his time for teaching and research.

Supervision of Graduate Work. However, it has seemed wise to develop some special arrangements giving load compensation to members of the faculty who are called upon to supervise the individualized educational programs of graduate students. As long as graduate students are enrolled in under-class courses and courses with #500 numbers, they would require only the kind of guidance the professor would normally give to any student and thus faculty members would not receive any additional load credit.

But there are four other categories of activities that seem to deserve special consideration:

1. Independent study and reading programs. To meet the individual needs of graduate students such instruction should be definitely encouraged. Any faculty member who supervises independent study for five graduate students either in a given semester or in a series of semesters will be able to count this as the equivalent of one course. Thus, if a man has three such students in one semester and two in a second semester, he would be entitled to reduce his teaching load by one course in the third semester. Load credit for such work will be given the faculty member whether or not he has carried on independent study work with undergraduates. It should be recognized that load credit may not be credited in the semester immediately after it has been earned. Departmental and core obligations may make this impossible, but every effort will be made to give the load credit as soon as possible after it has been earned.

2. Special projects and theses. A Chairman (it is expected that the chairman will do the major share of the thesis or project advising and that other members of the committee will serve as readers and examiners) will receive $150 for supervision of completed projects or theses, whether begun during the academic year or in the summer. All such compensation will be paid through the Summer Session, whenever completed. Again, credit for such work will be counted whether or not the faculty member is carrying a normal load of undergraduate independent study projects.

3. Graduate Students in undergraduate level courses. Normally the extra work required of graduate students in advanced upper-class courses will be handled as an integral part of the teaching assignment. However, to provide a more mature experience for the graduate student, the University will encourage faculty members who wish to do so to arrange for weekly or bi-monthly extra sessions with their graduate students (in a seminar or tutorial situation). Where more than one student is enrolled in the course, a group meeting would be the normal pattern. Any

such arrangement should be cleared in advance with the Graduate Office and the faculty member will receive load credit equivalent to one or more independent study projects depending upon the situation.

4. Special M.A. projects seminars. Departments in which relatively large numbers of graduate special M.A. projects are undertaken should establish a special projects seminar in one or both semesters depending upon the number of students involved. One member of the staff should be assigned to direct this seminar and it will be counted as one course on his 3-1-3 or 3-1-2 load. Department Chairmen should make certain that the graduate students can profit by being grouped together in this fashion and he should also clear any proposal to make such a grouping in advance with the Director of Graduate Studies.

   Quite obviously, faculty members may combine credits earned through the supervision of special M.A. projects, theses, and independent study projects. The details required for the administration of combinations will be worked out by the Director of Graduate Studies in consultation with the Dean of the Faculty.

   Though the above regulations may seem a little complicated, detailed records will be kept by the Graduate Studies Office and will be available for purposes of clarification when necessary. Reports will be made to the Office of the Dean of the Faculty as members of the faculty accumulate the required number of "points" entitling them to course reductions. The Dean of the Faculty will then transmit this information to the appropriate Division Director.

   Obviously, successful administration of the above regulations will call for advance planning of loads by department and core chairmen, a minimum number of new courses, the elimination of marginal courses and a well-conceived plan of bracketing courses where this can be done without doing damage to the student. Also, the above regulations are permissive, not mandatory. If graduate students can be accommodated adequately in certain 400 level courses and if some 500 level courses can be established in departments having a reasonable number of graduate students, independent study projects may be reduced in number. However, there will still be the need to provide a certain amount of independent study opportunity for graduate students and it was with this in mind that the above regulations were written.

Research Grants. A limited number of modest research grants are made each year by the Colgate Research Council. Applications are called for at stated times. Limited resources make it difficult to meet all demands, but serious efforts are made to provide at least some support for projects judged to be appropriate. The Research Council and the Development Office

will assist in the preparing of applications for grants from foundations and government agencies. All applications to public or private foundations should be cleared with the Dean of the Faculty and the Development Office at least three days before the final date of submission. Under no circumstances should members of the faculty solicit funds without first clearing with the Development Office.

THE FACULTY: LEAVES OF ABSENCE

Sabbatical Leaves. Leaves of absence enable a faculty member to undertake full-time professional activity without interruption from classroom obligations. They are a regular part of his service to the university community.

The Board of Trustees of Colgate University on June 6, 1959 voted "to approve the recommendation to adopt a program of sabbatical leaves for members of the faculty on tenure, either on the basis of: (a) a full year's leave at one-half pay, or (b) a semester's leave at full pay. It is understood that such advance arrangements will be made for engaging instructors as replacements, or for bracketing courses and spreading the absent professor's teaching load among other members of the department, and that granting a sabbatical will involve no cost to the college. It is also understood that the granting of leaves shall be subject to the approval of the President in each instance and not become regarded as a vested right for a given moment by the faculty; and that the adoption of such a program shall become a substitute for the current practice of granting the last semester prior to a faculty member's retirement as leave at full pay."

This action was taken in order to encourage improved teaching by providing time for the research, reading, travel, or change of activity necessary for the continued professional growth of the faculty and the enrichment of their contribution to the University.

Subject to the stipulations of the Board of Trustees, as stated above, Sabbatical Leaves will be granted in accordance with the following regulations:

1. Any faculty member who has served for one year on continuous tenure will be eligible to apply for a leave with pay after he has been a member of the Colgate faculty for six consecutive years.
2. Thereafter each faculty member will become eligible to apply for leave with pay during every seventh year of consecutive service.
3. Leaves of absence may be requested for one semester with full pay or for one year with half pay. In granting such requests the University will continue its contributions to the retirement and insurance

programs during the period of leave on the basis of the faculty member's full salary.

4. In view of the terms authorizing this program of leaves, no replacement will be engaged for a faculty member having a leave with full pay. Insofar as the budgetary situation permits, an instructor may be engaged as a replacement for a faculty member who is on leave for one year with half pay.
5. A faculty member accepting a leave of absence with pay shall undertake not to accept any teaching appointment in the United States or Canada. One who takes a leave of absence of a full year at one-half pay shall undertake not to accept such appointment for more than one semester. These restrictions will not apply to teaching abroad, research activities, or summer teaching.
6. The order in which eligible faculty members may apply for leaves of absence with pay will be determined by the departments concerned, taking into consideration length of service since achieving tenure, rank, and age. The order thus established shall be subject to the approval of the Dean of the Faculty.
7. The pattern of leaves with pay must be compatible with the staffing needs of departments and the University Studies Division. In particular, leaves will only be granted that are compatible with the maintenance of a department's regular course offerings.
8. By mutual agreement, and with the approval of the Division Director, two members of a department may exchange years in which their leaves of absence with pay are taken. Such exchanges will not affect the leave order as established by the department with respect to future leaves. Any postponement of leave with pay for more than one year will also postpone all subsequent leaves unless such postponement is specifically requested by the University.
9. A faculty member may count not more than one year of absence without pay toward the six years of service necessary for a leave with pay.
10. A faculty member who becomes eligible for a leave of absence with pay after his 65th birthday will take it at the convenience of the University.
11. Any tenured faculty member who teaches three semester courses in excess of the normal teaching load (presently defined as a 3-1-3 course pattern or as 3-1-2 plus scholarly activity) will be eligible to apply for one half year of leave at full pay. This leave will be in addition to the half year of leave at full pay or full year of leave at half pay for which he is normally eligible every seventh year (subject to Rule 1). This extra leave must be for the purpose of engaging in some clearly specified kind of scholarly activity.

12. Any non-tenured faculty member who has taught a normal course load at Colgate for at least one year and who thereafter teaches three semester courses in excess of the normal teaching load will be eligible to apply for one half year of leave at full pay. This leave will be in addition to the half year leave at full pay or full year leave at half pay for which he normally becomes eligible after serving for one year on continuous tenure (subject to Rule 1). This extra leave must be for the purpose of engaging in some clearly specified kind of scholarly activity.
13. A faculty member can count no more than one semester course each year in excess of the normal teaching load toward an extra leave with pay.
14. Except in very unusual circumstances, a faculty member will not be eligible to apply for a period of leave with pay for more than one year at any one time.
15. A faculty member is normally expected to return to Colgate for at least one full year of teaching after taking a leave with pay.
16. Exceptions to these regulations may be made only by order of the President. Subject to the President's approval, the interpretation of their application in any situation will be made by the Dean of the Faculty.

Leaves Without Pay. The University will continue to grant leaves of absence without pay for periods up to one year as freely as is compatible with the staffing needs of the departments. Faculty members on leave without pay will only be able to keep their fringe benefit policies in effect for themselves and their families by continuing payments through the University at their own expense. Grant requests should include a request for funds to cover this expense and arrangements to continue payments should be made with the Controller's Office.

The portion of the annual salary to be paid a faculty member on leave without pay for a part of the academic year will be determined on the basis of ninths. A faculty member who is on leave without pay for a semester will receive five-ninths of his annual salary. A faculty member who is on leave without pay for a semester and a January period will receive four and one-half ninths of his annual salary. Ordinarily the salary will be paid in six equal installments over the half of the year that the faculty member is on campus, but he may arrange another method of payment in consultation with the Dean of the Faculty if he wishes.

Normally, no leave of absence will be extended beyond two years. A leave of absence taken by a non-tenured member of the faculty might be counted towards tenure at the discretion of the University.

THE FACULTY: FRINGE BENEFITS

The fringe benefit program for faculty is as follows:

Group Life Insurance. All faculty and staff members are encouraged to participate in the University's Group Life Insurance Plan which provides coverage of $40,000 to age 45 at University expense. On a declining scale, starting at age 45, coverage will be reduced from $1,000 to $2,000 annually to age 69.

Upon the death of a faculty member, his widow or next of kin will receive his salary check for the month in which his death occurred plus one additional monthly check.

Blue Cross Hospital Plan. All faculty and staff members are encouraged to participate in this plan. The coverages are outlined in the policy issued to the insured.

Group Medical, Surgical and Major Medical Coverage. The coverages are outlined in the policy issued to the insured. All faculty and staff members are encouraged to participate. Major Medical pays 80% of all covered but unpaid medical costs after the insured has paid $100 in accordance with the terms of the policy. The maximum for any one illness or accident under the policy is $15,000.

The University will pay the premiums for Blue Cross, Medical, Surgical and Major Medical coverage for the faculty and staff member. Employees may purchase coverage for their families and pay through payroll deduction.

Teachers Insurance and Annuity Association (T.I.A.A.) and College Retirement Equity Fund (C.R.E.F.). The University participates in the T.I.A.A. Retirement Program which the faculty member may join after one year of service and which he must join after three years of service. The University pays an amount equivalent to 10% of salary toward this annuity program and the employee pays 5%. The plan provides for a retirement annuity equivalent in purchasing power to approximately 50% of average salary during the last five years of service, exclusive of O.A.S.I. benefits. For a faculty member transferring from another institution where he participated in T.I.A.A. (or any other vested program), participation is available on the effective date of his appointment at Colgate.

When a tenured faculty member reaches age 52 the University pays thereafter the entire T.I.A.A.-C.R.E.F. annual premium of 15% of his annual salary.

A full description of T.I.A.A. and C.R.E.F. is given in a brochure which can be obtained at the Treasurer's Office.

Disability Insurance and Income Waiver Benefits. Disability insurance protection is afforded to faculty members up to age 64 years, 6 months. After completion of one year at Colgate, staff members may participate in this Total Disability Program for which the University pays one-half of the premium (the staff member pays the other one-half). This program provides for payment of 60% of salary up to $1,000 plus 40% in excess of $1,000 up to maximum of $1,200 per month until retirement in the event that an employee is unable to continue his regularly assigned duties due to sickness or accident. In the event of disability, the income waiver provisions of this policy will pay an mount equal to 15% of the employee's current salary directly to TIAA-CREF insuring that the retirement program expected will actually be available when the disabled employee reaches age 65.

Grants for College Tuition for Children of Faculty Members. The University will grant currently (1970-71) an amount up to twelve hundred dollars to the son or daughter of a faculty member attending an accredited college or university (including Colgate). This grant is available for four years. Detailed regulations covering the program are included below:

A. Cash Payments and Manner of Payment.

1. The University shall provide tuition payments in the amount and manner authorized by the Board of Trustees for each eligible child who is enrolled for undergraduate work at an accredited junior college, college, or university; except that the payment in any one year shall not exceed the tuition and general fees of the institution attended.
2. Payment shall be made directly to the appropriate financial officer of the institution in which the child is enrolled upon certification from the institution that the child is duly enrolled as a full time student. Such certification shall report any tuition scholarship, in addition to that provided by Colgate, currently being received by the student.
3. No child shall receive such assistance for more than eight semesters or their equivalent.

B. Eligibility. A child shall be eligible for tuition assistance under the following provisions:

1. When one of his parents is a full time employee of Colgate University on tenure, or with seven years of continuous service, and is eligible to vote in faculty meetings; or
2. When one of his parents has been a full time employee of Colgate University on tenure, or with seven years of continuous service, and has been eligible to vote in faculty meetings, but
   a. is on leave of absence for not more than one year; or
   b. is ill or otherwise disabled and is receiving payments under the faculty disability plan; or
   c. has died; or
   d. has retired at an approved retirement age.
3. When one of his parents not meeting all of the specifications listed above shall be declared eligible by special action of the President of the University.

C. Procedures. Faculty members who plan to take advantage of scholarship help for their children under the above plan must notify the Director of Student Aid of their intention two years in advance of the proposed date of enrollment in college. With respect to the next two years, immediate notification should be given.

Tuition Charges for Faculty Members and Members of Administration. All members of the Colgate Faculty and Administration will be allowed to take courses for credit at Colgate University--free of tuition charges and fees.

Spouses of faculty and administrators will be allowed to take courses at a cost of one-half tuition. Credit will be given provided they are working toward a degree from Colgate University.

Faculty Housing Loans. Loans to the faculty for aid in the purchase of homes in Hamilton are given, at the discretion of the Administration, to men holding the rank of assistant professor or above. These loans do not exceed $2,500 for each loan and are made at the current interest rate which is to be repaid by payroll deductions over a ten year term.

The Treasurer and Business Manager will be happy to discuss any of the fringe benefit programs with anyone who has a question.

THE LIBRARY

The Collections. The Library contains about 260,000 bound volumes

and over 150,000 uncatalogued items which are primarily government documents. In addition, over 1,300 periodicals are regularly received. Not only is the Library a depository for New York State publications and a selective depository for U. S. government documents, but it also purchases all printed English language United Nations publications.

The professional library staff includes the University Librarian, the Reference Librarian, Circulation Librarian, Head of Technical Services, two Catalog Librarians, and Acquisitions Librarian.

The library building was opened in the fall of 1958, although the top floor was not completed until January 1962. Funds for construction and furnishings were obtained from the generous contributions of alumni, faculty, friends, and foundations. It was named The Everett Needham Case Library in 1962, in honor of Colgate's then retiring President.

The Reserve Book Room. Shelves in this room are maintained for required readings in courses. The instructor is expected to request in advance the books he will need on reserve by using a request sheet which is obtained from the Circulation Department. This department has a library card on file for each faculty member, and this card may also be used by the wife of the faculty member. Books may be kept for an indefinite period unless they are needed by other borrowers, in which case the two weeks borrowing privilege applies. Circulation of periodicals is strongly discouraged but in cases of extreme need, it is limited to one week. Periodicals will not circulate during the last month of each semester. Faculty are required to return all library materials before the end of the academic year in June or before any extended leave from campus.

There is a photo-mechanical reproducer available in the Technical Services Department for making copies of library materials at a small charge as individual needs arise.

Interlibrary loan requests. These should be made at the Reference Department.

The Reference Department. Members of this department assist patrons of the library in locating material and in using the collections effectively. It also supervises the documents collection and the micro-print facilities. The staff is always ready to discuss class assignments in relation to the library with the faculty, to give bibliographical lectures to classes, and to conduct tours of the building.

Requests for Books to be Purchased. The Acquisitions Librarian orders books and periodicals from the general library budget. Faculty members who desire to have a certain book added to the collections should make the request through their department

chairman or designated department member. Multiple copies of books needed on reserve are not purchased from the library budget but are covered by departmental budgets.

The Music-Art Room has a large collection of phonograph records of all kinds. Records may be borrowed for use outside the library for a period of one week loan.

The Jerome Room and the Library Lecture Room on "B" (basement) level of the library are available for lectures, conferences, and meetings of various kinds; reservations for its use are obtained from the Librarian.

A limited number of faculty studies are available and they are assigned for a period of one semester on a basis of need. Also, there are a number of seminar rooms for classes on the second floor of the building and these are assigned on request.

The Friends of the Colgate University Library invite the membership of anyone who is interested in strengthening the collections of the Library and furthering its aims. The Friends publish a bulletin, the PHILOBIBLON, and hold an annual luncheon meeting in the spring. Dues are Ten Dollars annually. The primary use of these dues is for books whose purchase would not normally be justified out of the regular funds at the library's disposal.

The Library is especially interested in meeting the needs of the college community. Faculty members are urged to discuss their requirements, interests, questions, and suggestions with the library staff.

All professional library staff members have faculty rank and status.

GRADUATE STUDY AND SUMMER SESSIONS

Requirements of Graduate Students. Both in the academic year and in the Summer Session, Colgate University offers a variety of programs leading to the M.A. degree. Graduate students enrolled in advanced upperclass courses (300 and 400 level) and seminars are expected to do extra work (extra readings or papers) to establish graduate credit. At the end of each semester when grades are reported to the Registrar, the instructor will be asked to specify the nature of such extra work on a form furnished for the purpose. The character of the extra assignments is at the discretion of the instructor.

A grade of B- or better is required to establish graduate credit. Candidates for the M.A. may balance a C against an A. In the teacher training program, a B average is required in both the academic and the professional work.

Supplemental Work for Graduate Students. As an added challenge to the graduate student, the faculty is encouraged, when desirable and possible, to supplement the candidate's course work or to offer special instruction not included in the normal curriculum through independent study programs carried by the student either in conjunction with a course or as a separate course. Such work and the supervision of M.A. special projects and theses is given faculty load credit and should be arranged by the staff member through the Graduate Studies Office (see section on the Faculty Load).

M.A. Projects: Chairmen, Readers. A chairman and one reader are appointed through the Graduate Studies Office to supervise and approve M.A. Special Projects required for all teacher-education degrees. Instruction sheets regarding the nature of these projects are available in the Graduate Studies Office.

A chairman and two readers are likewise named to supervise M.A. theses. Primary responsibility for both rests on the chairman. By the end of the first semester (or second Summer Session) candidates are expected to have selected their topics and passed a preliminary examination on their proposed research programs. For a June graduation, theses and special projects are generally due early in May. In the Summer Session, they are due two weeks before the date of the August graduation.

Thesis Style. The approved manual of style for most theses and special projects is Kate L. Turabian, A Manual for Writers, Phoenix Books (3rd ed., rev.; 1967). For English and the Languages, it is William R. Parker (compiler), The MLA Style Sheet (Washington, D.C.: The Modern Language Association, 1951).

Summer Sessions for Teachers. The University, through its Department of Education, offers a summer graduate program for those who wish to study for the M.A. degree, or who wish to complete certification requirements, or who otherwise desire to enhance their competence. Sequences of seminars are provided in Social Sciences, Science, English, Mathematics, Foreign Languages, Methods, Guidance and Administration. The purposes of the program are: to improve the teaching profession, to change the pattern of entrance into teaching so that able college graduates may enter teaching directly, and to provide leadership for the schools of the state and nation. Approximately one-third of the regular faculty have an opportunity to teach in the program each year. However, employment of Colgate professors in the Summer School is, as far as possible, on a rotating basis--every other year or two out of four years, but rarely more than three out of five years. The following people are not usually recruited to teach in the Summer Session: men working on their Ph.D.'s or on Core or other course revisions, as well as men who have special assignments relating to the academic year program that have been given them by the Dean of the Faculty.

In past summers the following state and nationally supported programs have provied teaching opportunities: National Defense Education Act Summer Institute for Secondary School Teachers of French and Spanish; National Science Foundation Summer Institute for Junior High School Teachers of Science; National Science Foundation Summer Institute for Junior High School Teachers of Mathematics; New York State Summer Institute in Science and Mathematics for Elementary School Teachers; New York State Summer Institute for Advanced Placement in Mathematics; New York State Summer Institute in Area Study on the Soviet Union; New York State Summer Institute for Advanced Placement in Chemistry; New York State Summer Institute for Teachers of English and the New York State Academic Year and Summer Special Russian Language Program. These are in addition to the Summer Seminar Program for High Achieving Secondary School Students, the regular graduate program for teachers, and the Teaching Intern Program. In addition, I.B.M. has sponsored a Summer Institute in the Liberal Arts for its executives.

PHYSICAL EDUCATION AND ATHLETICS

Student Program in Physical Education. Freshmen and Sophomores are required to attend Physical Education classes three periods a week for four semesters. During the two years, general physical fitness combined with instruction in "carry-over" activities (such as swimming, tennis and golf) is stressed. An auxiliary gymnasium is fully equipped with apparatus for conditioning and individual exercise open to all students. The department also conducts a program of twenty sports for intramural competition.

Use of Athletic Facilities by Faculty. With such a program of student activities, the facilities of Huntington Gymnasium and the Reid Athletic Center are taxed to capacity. However, a special locker room has been reserved in the Gymnasium for the faculty and every effort is made to provide for the use of facilities at times of non-peak demand by students. The Gymnasium has a fine pool and handball courts. The Reid Athletic Center has public skating and bowling lanes for faculty use. Tennis courts are located behind the Center; the Seven Oaks Golf Course is available to faculty in the summer months at moderate costs for club membership or greens fees. Further information on these facilities may be obtained from the Office of the Director of the Division of Physical Education and Athletics.

Faculty, Staff and University Employees Passes. Faculty, Staff and University employees are entitled to purchase Season Passes to Home Contests for themselves and children under eighteen at a vastly reduced price.

It is expected that these Passes will be used only by those persons entitled to them. To sell or otherwise dispose of such Passes is a violation of University regulations. This policy does not apply to any athletic events sponsored by the Student Senate or under private management.

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